

## Workforce Subcommittee Final Report, April 02, 2009

### Track 1

#### 1. Name the action and describe it in 1-2 sentences

#### **Action 1: Provide a customer friendly database of statistical information on employment and training opportunities**

To facilitate the process of individuals obtaining gainful employment, more information on jobs and training will be readily available and more user-friendly so that the time needed to find employment will be reduced. Much information is already collected and only needs more customization and publicity.

One or more Internet database systems on employment and training data for Tennessee and its local areas including Nashville currently exist which have been created with public and private funding. The systems need to be customized to meet the needs of those challenged by poverty and publicized among them. (A priority could be to focus the information on those already receiving some type of government income-related benefit such as food stamps, foster care, or TANF).

Partners needed will include state and local government, the Chamber, local university faculty (Vanderbilt sociology), and focus groups of clients.

#### 2. Indicate the expected time it will take to achieve the desired outcomes

Action steps needed would be to identify existing databases (partially completed- see attached list), review the databases for content, conduct several focus groups with clients who would clarify their needs and additional desires, and find resources to make the needed changes.

Expected time for changes: 6 months to one year, depending on resources available and coordination achieved.

#### 3. Rationale: How is this action going to reduce poverty in Nashville, and what change would occur if this is done?

As the Nashville economy restructures from manufacturing to services, the customer-friendly database will guide unemployed, discouraged, and displaced workers toward job training and employment opportunities in high wage high growth sectors in the Nashville area. For example, according to the U.S. Census Bureau's COUNTY BUSINESS PATTERNS employment data for Davidson County, those industries which grew the fastest between 2000 and 2006 were: Health care and social assistance; Arts, entertainment & recreation; and Professional, scientific & technical services. Those industries which declined the most were: Manufacturing; Wholesale trade; Construction; and Administrative support and waste management and remediation services.

Research has shown that providing relevant labor market information to jobseekers reduces the time on unemployment. It is expected that by providing information on jobs, training and support services along with mentoring targeted to reducing barriers faced by those experiencing poverty, more individuals will be able to obtain needed training and gain and retain gainful employment. The current job market will provide additional challenges.

Additionally, this action has the potential to substantially reduce the number of individuals in need of government assistance and supportive services as well as reduce the time existing recipients require support.

Recent statistics on the poverty population in Nashville include the following:

- 60% female
- 37% under age 16
- 1/3 have less than a high school education
- 46% African American

12% Latino  
 More than 90% are U.S. citizens  
 1/3 employed  
 1/3 married  
 ¼ are homeowners

#### 4. Why is this a do-able action at this time in Nashville?

A lot has been accomplished to provide and update these data already in Nashville, and state and federal government funding has been secured in the past and could be available to further develop these databases. Also, with the high unemployment rate, there is a great need for people to find jobs and training opportunities.

#### 5. Who will be the players in carrying out the action? Who will lead it? What organizations will be involved?

The Vanderbilt Sociology Department, the Tennessee Department of Human Services, and Metro Social Services will assist in developing evaluation criteria for ease-of-use and usefulness of the web sites, as well as helping with the selection and recruitment of focus group participants. The Tennessee Department of Labor and Workforce Development (Labor Market Information Section and Career Center), the Nashville Career Advancement Center, the Chamber of Commerce (including specialty, ethnic, sub-group chambers), and the Tennessee Board of Regents will seek resources to improve and coordinate web site and database improvements, including such items as adding support services to the web sites. The Department of Labor, Vanderbilt Sociology, and Metro Social Services will help to put together a leadership team.

#### **Client Focus Groups:**

Tennessee Department of Human Services  
 Ethnic Community Centers  
 Family Resource Center  
 Project Return  
 Catholic Charities  
 Urban League  
 Campus for Human Development  
 Goodwill  
 Opportunities Industrialization Center (OIC)  
 Cohn Adult High School

#### **Support Services Data:**

Neighborhood Resources Center  
 United Way-211  
 Metro Planning Department  
 Tennessee Department of Human Services

#### 6. How will this action be linked to related, ongoing initiatives?

Some initiatives that were identified include: the Nashville Agenda (Downtown Partnership); the VIP project in the state Department of Human Services (web-based case management); Now Playing Nashville (the Community Foundation); help with job searches provided by the public library; and job clubs and poverty reduction initiatives of local churches.

Each of these initiatives provides an opportunity for partnerships that would strengthen the content of the database and to leverage resources in the creation and updating of the database. These initiatives also provide natural pathways to promote the use of the database among underserved populations.

#### 7. How is this action related to actions of the other action groups in the Poverty Reduction Initiative?

For this action to be successful, clients in poverty status will need access to an array of supportive services including housing, food, transportation, etc. The action of other Poverty Reduction action groups provides a framework for meeting the myriad of needs and support necessary for someone to obtain and retain gainful employment.

8. What are the steps in carrying out the action? For each step, who is responsible? What is each person /group going to do? What resources will be needed?

Proposed Action Steps:

- Develop evaluation criteria for web site and data assessment (Vanderbilt Sociology)
- Recruit focus group (s) of clients in poverty needing employment and training services (Vanderbilt Sociology, TN Human Services, Service providers –see above)
- Review labor market information compiled and available on existing web sites related to jobs, job growth, training, and leading industries (Focus group (s), data providers)
- Determine if additional information is needed, such as on support services and additional job training and skill building resources, and do inventory (Focus group (s), data providers )
- Simplify the collected information to become customer friendly utilizing feedback from client focus groups (Data providers, working in a consortium, web developers)
- Profile skill related characteristics of low-skilled job seekers (Vanderbilt, Department of Human Services)
- Disseminate collected information to community partners and those who provide job readiness and support to low-skilled workers (Data providers)
- Seek to include customized job training opportunities for the skills demanded by leading industries (Nashville Career Advancement Center)
- Enhance system of collaboration among all stakeholders (Stakeholders form a user group)
- Update information on a regular basis to reflect changes in the community related to workforce and training opportunities (Data providers)

9. What organizational or policy changes will be needed to accomplish the steps? What is our ability to affect the policy changes?

Better collaboration will be needed among state, local, and private partners in disseminating and updating web information, and in obtaining customer feedback. We can set up user groups for the site or sites.

10. What are the expected outcomes of the action? How will we know they have been achieved (what is the indicator of success, and data source for the indicator)

Reduction in the number of individuals in poverty including those on food stamps or TANF in Davidson County; increased wages or job retention of those who leave food stamps or TANF; increased traffic on job and training related sites. Web sites can track their usage; the Department of Human Services or agencies can provide client statistics.

11. Develop a budget for the action.

\$40,000 for additional web enhancements and reprogramming; \$100,000 if additional surveys are needed annually; four persons plus graduate students working in kind part time for six months; Chamber of Commerce liaison person (in-kind).

Addendum: Existing Internet Web Sites to be Researched

TN Dept. of Labor and Workforce [www.sourcetn.gov](http://www.sourcetn.gov)

The Tennessee Board of Regents <http://pathways.tbr.edu> (directed at high school level)

The Tennessee Board of Regents <http://careers.rodop.org> (for adults and students in on line degrees or looking for work)

Nashville Chamber of Commerce [www.nashvillechamber.com](http://www.nashvillechamber.com)

[www.healthcarecareermap.org/index.asp](http://www.healthcarecareermap.org/index.asp)

Nashville Alliance for Financial Independence Financial Literacy Guide

[www.nashvilleafi.org/files/NAFI\\_Resource\\_Guide.pdf](http://www.nashvilleafi.org/files/NAFI_Resource_Guide.pdf)

**Action 2: Ask Mayor to lead efforts to create pathways to better jobs including such things as increased wages, benefits and stable jobs as well as extended opportunities to utilize training and supportive services.**

The four ways proposed to create pathways to better jobs for low income individuals and youth are: (a) Green Job Corps; (b) One Note, One Neighborhood; (c) Information Technology Academy; and (d) improved standards for Metro contracts and workers.

2. Indicate the expected time it will take to achieve the desired outcomes

Of the four projects mentioned, some are underway and the others will take six months to a year to be put in place. The advantage of several of the projects is that much research has already been done on these models – they are based on successful projects elsewhere.

3. Rationale: How is this action going to reduce poverty in Nashville, and what change would occur if this is done?

These actions will decrease turnover, improve employee performance, increase the tax base and create opportunities for individuals to achieve gainful employment with advancement potential. The city is in the position to lead these efforts through example and encouragement.

Research by the Mott Foundation ([http://www.mott.org/about/programs/pathways\\_out\\_of\\_poverty.aspx](http://www.mott.org/about/programs/pathways_out_of_poverty.aspx)) reinforces the belief that education, economic participation, and community action are the central factors that move low-income Americans towards greater prosperity. Improving academic and developmental outcomes for school-aged youth can reduce their poverty and improve the economic outcomes of their parents as well.

Students need to achieve steady academic growth as well as developmental growth and finish school with skills to enter the workforce or go on to postsecondary education. Improving graduation rates involves community members identifying reasons for student nonachievement and proposing community-based solutions, targeting the assets in the community. Such action is critical, especially for vulnerable youth. One in every six children in Tennessee is in poverty. Improving school achievement is fostered by in-school educational programs, after school programs, and mentoring, as well as literacy education, GED preparation and vocational training and job placement.

Other steps to reducing poverty are expanding economic opportunity for the most impoverished by reducing barriers to employment, increasing their income security (such as by providing sick leave, pension benefits and sufficient hours of work), and improving their retention patterns and wages. Building infrastructure in the community can also increase economic opportunity.

To reduce poverty, interventions should be tailor-made based on a clear understanding of local realities such as industry growth patterns. A brief rationale for each project follows. Extended project proposals are attached.

**A. Green Job Corps:** The goal is to create family supporting, career track jobs that contribute to preserving environmental quality while providing a pathway out of poverty for individuals with barriers to employment. Targeted would be green collar jobs with low barriers to entry which provide on-the-job training and have opportunities for advancement in growing sectors of the economy.

**B. One Note One Neighborhood:** The goal is to raise students' academic achievement, attendance, teamwork and conflict resolution skills along with high school graduation rates while promoting career pathways in music.

**C. Information Technology Academy:** The purpose is to bridge the digital divide by training low income minority adult students in computer hardware and network administration skills. In-school attendance and academic achievement will be increased, as well. The project will improve opportunities for student entrepreneurship.

**D. Improved Standards for Metro Employees and Contract Workers:** To increase retention and attendance of low income Metro employees and Metro contract workers, provide literacy training and require benefits for workers (including at least pro-rated benefits for part time workers). For at least three occupational areas, career paths for low income workers will be created and/or required to be provided by contractors.

#### 4. Why is this a do-able action at this time in Nashville?

Increased funding may be available through stimulus monies, targeted government funds or private sources. For most projects described here the partners are in place or could readily be assembled. Metro government has the power to change contract terms to require more of its contractors.

#### 5. Who will be the players in carrying out the action? Who will lead it? What organizations will be involved? (See attachment A and B)

**A. Green Jobs Corps:** Players include the Mayor's Office, the Green Collar Jobs Task Force of Nashville-Davidson County, the Mayor's Environmental Sustainability team, a proposed Green Business Council (perhaps functioning under the auspices of the Chamber), IBEW, the Tennessee Department of Human Services, the Career Center, and employment support services providers. The Mayor's Office through the Sustainability team with an added staff person in coordination with the Green Collar Jobs Task Force would lead the effort. The Chamber (perhaps working with David Lipscomb University, which does the Green Expo) would need to be active in forming the Green Jobs Council.

**B. One Note One Neighborhood:** The Nashville Symphony, Nashville Metro Schools (seven participating Stratford Cluster schools in East Nashville) and the W.O. Smith Music School. The purpose of the current effort is to improve musical instruction, increase student participation in organized musical activities and lead students onto a musical career path. Since this is Music City, this is an important project! There may be potential to compensate seniors who participate in musical career-related activities, or the development of paid internships after high school for some especially talented individuals.

**C. Information Technology Academy:** An Information Technology Career and Technical program for young adults without high school degrees is being proposed for Cohn Adult High School. Staff at Cohn has met with state and federal education officials and officials at Metro Schools about the possibility of implementing key components of an Academy similar to one that was operating at Stratford High School several years ago. Efforts could be coordinated with the Chamber's Technology Council and with local postsecondary educational institutions like the Tennessee Technology Center or Nashville Community College.

**D. Improved Standards for Metro Employees and Contract Workers:** The principal players will be Metro government (Mayor's Office, City Council, and unions with contracts (SEIU)), as well as the legal and general services departments of Metro (those setting contract standards and overseeing the contracting process in Metro), Metro Human Resources, and possibly apprenticeship agencies and/or "model" employers (with good wage and benefit packages).

6. How will this action be linked to related, ongoing initiatives?

The initiatives are listed above in A through D.

7. How is this action related to actions of the other action groups in the Poverty Reduction Initiative?

Low income individuals are likely to need supportive services, especially education, transportation, housing, health care and day care to maintain participation.

8. What are the steps in carrying out the action? For each step, who is responsible? What is each person /group going to do? What resources will be needed?

A. Green Job Corps (See proposal for more detail)

1. Hire staff; create an advisory committee.
2. Create partnerships between job training programs and green employers.
3. Assure availability of wrap-around services.
4. Recruit (from individuals already enrolled /known by participating agencies) and begin training .
5. Develop paid internships and career placement and retention services.
6. Evaluation.

B. One Note One Neighborhood

To this ongoing initiative, work with the Symphony and the schools to see if a component could be developed to compensate seniors who participate in musical career-related activities, or the development of paid internships after high school for some especially talented individuals.

C. Information Technology Academy

1. Confirm with Metro education officials the sources of funding which may be available for the above program, and apply for funds for academy program.
2. Reconnect with the Chamber's Technology Council to determine if paid internships could be made available annually for adults completing the information technology program and high school.
3. Recruit adult students into the IT programs.
3. Work with the adult students to increase their financial independence.
4. Complete agreements with local postsecondary educational institutions like the Tennessee Technology Center or Nashville Community College for additional coursework in Information Technology aimed at certification and degrees.

**D. Improved Standards for Metro Employees and Contract Workers:** The principal players will be Metro government (Mayor's Office, City Council, and unions with contracts (SEIU)), as well as the legal and general services departments of Metro (those setting contract standards and overseeing the contracting process in Metro), Metro Human Resources, and possibly apprenticeship agencies and/or "model" employers (with good wage and benefit packages).

1. Encourage Metro government agencies to facilitate the employment of low skilled workers.  
Working with Human Resources, identify three areas where career paths could be created or expanded.
2. Support classes and services which prepare low skilled workers for career advancement.

3. Ensure supportive services are available if needed. Review usage of community block grants to identify innovative ways to provide funding for human/social services.
4. Work with Metro Council to expand benefits to part time workers and to require contractors to pay a family-supporting wage with at least prorated benefits. Recruit companies for contracting who provide fair wages and access to health care and supportive services.

9. What organizational or policy changes will be needed to accomplish the steps? What is our ability to affect the policy changes?

See 8 d. above. Policy changes may be possible with the support of the stakeholders.

10. What are the expected outcomes of the action? How will we know they have been achieved (what is the indicator of success, and data source for the indicator)

The expected outcomes of success include: retention of workers or students within the program; increased learning and earnings of participants, using standard measures; lack of criminal justice involvement as measured by convictions. The green job corps will also result in homeowner savings on heating and cooling bills.

11. Develop a budget for the action.

Budgets would have to be worked out with each project. The Green Job Corps requires the hiring of a staff person, but federal funds could be available.

**Track 2 (See attachment C)**

1. Name the action and describe it in 1-2 sentences

Action 1: Develop a catalogue of resources with respect to job training, life navigation skills, education and job readiness. This action involves creating a searchable database that contains available resources in Metro Nashville for improving job readiness for a range of target populations, including, inter alia, youth, adults, immigrants, transitioning felons, the disabled and seniors. Equally important is developing a strategy for ensuring that the target population has knowledge of and access to the database. This will require identifying an institutional home for the database where it will be maintained and kept up-to-date and developing brochures or other print material to distribute information about the database in social centers, libraries, schools, etc.

Action 2: Provide recommendations of best practices of training and education for job readiness. Contact should be made, either individually or through small focus groups, with some of the more significant providers to identify the best practices on which they rely, the resources available for best practices in their respective fields, including those for professional development, their resource needs, and how they measure effectiveness.

2. Indicate the expected time it will take to achieve the desired outcomes

The database has been largely completed but should be circulated more widely among the providers for any additional comments or caveats that they may wish to add. This could be done within the next month (by mid-to-late March 2009). More challenging will be creating a delivery mechanism. Timing will depend on identifying the appropriate institutional home for the database. Once this is done, action could be swift, but the database will need to be maintained on a continuing basis. Print material could be prepared and distributed within a month after the database has been institutionalized.

Best practices could be identified and prepared within a two-month time frame.

3. Rationale: How is accomplishing this action going to reduce poverty in Nashville?

Improving their job readiness should assist the poor in finding and securing jobs. The database provides a one-stop-shop of information about the resources available for this purpose.

Best practices should help providers fine-tune their programs, thereby improving the services offered to the poor for building job readiness.

What would be the change that occurs if this action were done?

Greater and more available information should increase the opportunities for employment among the participating poor.

4. Why is this a do-able action at this time in Nashville?

These actions are not site specific. They should be doable in any city that has an interest in helping the poor. Fortunately, Metro Nashville has indicated such an interest at this time.

5. Who will be the players in carrying out the action? Who will lead it?

The Track 2 Workforce Subcommittee through the Nashville Career Advancement Center.

What organizations will be involved?

To some extent, all of the organizations listed in the database, to wit:

- 15<sup>th</sup> Avenue Baptist Church
- American Indian Center
- Associated Builders and Contractors
- Associated General Contractors
- Catholic Charities
- Center for Independent Living
- Christian Women's Job Corps
- Community Options, Inc.
- Conexion Americas
- Department of Human Services
- Ed Lindsey Industries for the Blind, Inc.
- Family Affair Ministries, Inc.
- Goodwill Industries
- International Services Organization of America, Inc.
- League for the Deaf and Hard of Hearing
- Martha O'Bryan Center
- Matthew 25
- Metro Action Commission
- Mid-Cumberland Human Resources Agency
- MNPS
- Nashville Area Chamber of Commerce
- Nashville Career Advancement Center
- Nashville Opportunities Industrialization Center
- Nashville Rescue Mission
- Nashville State Community College
- National Council on Aging
- New Horizons
- Open Arms Care Corp
- Operation Stand Down
- Park Center
- Progress, Inc.
- Progresso Community Center
- Project Return
- Rochelle Center

- Room in the Inn
- Somali Community Center of Nashville UNA/USA Bylaws Tennessee Career Centers
- Tennessee Higher Education State Training Provider List Commission
- Tennessee Technology Center
- The Next Door
- The AFL-CIO Labor Council
- Urban League
- Volunteer State Community College
- Welcome Home Ministries
- YMCA of Middle Tennessee

6. How will you link this action to related, ongoing initiatives? What are the related initiatives in Nashville? 2-1-1 and the Nashville Alliance for Financial Independence. (NAFI)

How will you connect this action to those initiatives?

Discussions with 2-1-1- and NAFI are planned to integrate the Subcommittee's database with both 2-1-1- and the Resource Guide produced by the Nashville Alliance for Financial Independence.

7. How is this action related to actions of other Action Groups in the Poverty Reduction Initiative? What are the other actions that are related? How will you connect this action to the related others?

Track 1 Subcommittee of the Workforce Committee has an action "to provide a customer friendly database of statistical information on employment and training opportunities." This information is supplemental to the database being developed for Track 2.

No information has been made available as of this date (Feb 09) on actions outside of the Workforce Committee.

Coordination is being undertaken within the Workforce Committee through meetings among the Chair of the subcommittees.

8. What are the steps in carrying out the action? For each step: (i) Who is responsible for accomplishing this step? (ii) What is each person/group involved going to do? (iii) What resources (staff, programs, funding) are needed to accomplish this step? (iv) What organizational, local, state and/or federal policies changes are needed in order to accomplish this step? (v) Timeline for accomplishing this step? (vi) How will you know that the step has been completed?

Step 1: Complete the database.

- Step is being completed by Track 2 of the Workforce Subcommittee.
- Responsibilities for gathering and checking data have been distributed among the members of the Subcommittee.
- No additional resources are required.
- No policy changes are required.
- The database should be completed by the end of March 2009.
- Completion of the database will be self-evident

Step 2: Discuss relationship between Track 2 database and data maintained by 2-1-1 and Nashville Alliance for Financial Independence (NAFI) with a view toward integration.

- Step is being completed by Track 2 of the Workforce Subcommittee
- Responsibilities for meeting with 2-1-1 and NAFI have been agreed upon within the Subcommittee.
- No additional resources are required.
- No policy changes are required.

- This step should be completed by end of March 2009
- Completion will occur once agreement on how to proceed with the database has been reached among the parties concerned.

Step 3: Post the database on-line

- Implementation of this step is contingent on discussions with 2-1-1- and NAFI but will be handled either in collaboration with one or both of these organizations or by the Nashville Career Advancement Center
- To be determined
- No additional resources needed
- No policy changes are required
- Step should be completed by end of second quarter 2009
- Completion of this step will be self-evident

Step 4: Oversee continuing maintenance of the database to ensure its timeliness and accessibility

- Members of the Workforce Subcommittee, Track 2, have agreed to have a continuing responsibility for keeping the data up-to-date by email and through semi-annual meetings.
- Specific responsibilities will be consistent with those assigned in Step 1.
- No additional resources are required.
- No policy changes are required.
- Electronic communication will be ongoing; subcommittee Track 2 will meet twice a year.
- There is no completion date. This “step” should continue throughout the life of the database.

Step 5: Promote database through the production of two flyers: one for the service providers and a second for potential clients.

- Design of the flyers will be the responsibility of the Workforce Subcommittee.
- Reproduction and distribution will be the responsibility of the Nashville Career Advancement Center
- No additional resources needed
- No policy changes required
- Step should be completed during the third quarter of 2009
- Completion of the step will be self-evident

Step 6: Survey best practices used by providers in Nashville

- Workforce Subcommittee Track 2 has agreed to carry out this step.
- Precise distribution of responsibilities will be determined. Activity will consist of data collection from among the providers regarding such practices as, e.g., accreditation, staff development, participation in national conferences and in professional organizations, networking, other means for keeping current in their respective fields and modes of delivery.
- No additional resources needed.
- No policy changes required.
- Step should be completed by end of third quarter 2009.
- Step will be completed once all data have been collected and analyzed.

Step 7: Organization of small focus groups among providers to discuss best practices and determine how providers may be assisted in adopting best practices

- Workforce Subcommittee Tract 2 has agreed to carry out this step.
- Precise distribution of responsibilities will be determined by group
- No additional resources needed.
- No policy changes required.
- Step should be completed by the end of 2009.

9. What are the expected outcomes of this action?

Action 1: By providing a comprehensive and easily accessible source of information on services to develop job readiness, the database should improve the opportunities for employment among the poor, disabled, immigrants, youth, transitioning felons and other appropriate clients.

Action 2: Professional skills of providers should, where needed, be improved and their ability to deliver enhanced.

10. How will you know that the outcomes have been achieved?

Indicators of success:

- Number of hits on the database
- Changes in best practices among providers

Data source for the indicator

- Web design that permits counting users
- Anecdotal

11. Develop a budget for the action

Budget is not required.

### Track 3

1. Name the action & describe it in 1-2 sentences

Provide quarterly workshops for businesses on related topics in order to lower barriers and increase cultural sensitivity in the employment process.

2. Indicate the expected time it will take to achieve the desired outcomes

Relevant workshops will occur once a quarter.

3. Rationale

Seeks to increase knowledge and awareness of cultural differences which will enhance the employers' ability to recruit and retain quality employees.

4. Why is this a do-able action at this time in Nashville?

The city of Nashville is steadily attracting both quality employers and employees. In an effort to lead the business community to do the right thing; these workshops can support businesses by creating a forum where the benefits and concrete "how to's" of cultural sensitivities can be discussed. As a result, businesses can better understand how embracing efforts to lower barriers and increase cultural sensitivity in the employment process can positively affect their bottom line and benefit the community.

5. Who will be the players in carrying out the action?

- Businesses ranging from small start-up to fortune 500 companies
- Inroads
- Kurdish/Black/Hispanic Achievers
- Centerstone
- Youth Villages
- Oasis
- Big Brothers/Big Sisters
- Urban League
- Catholic Charities

- Pencil partners
- Nashville Chamber of Commerce
- Hispanic Chamber of Commerce
- African-American Chamber of Commerce
- Middle Tennessee Diversity Forum
- Scarritt Bennett/Harambee Institute
- Business Leadership Network
- Prospects
- Junior Achievement
- YMCA of Middle TN

Who will lead it?

Organizations that have expertise in the topic being presented

6. How will you link this action to related, ongoing initiatives?

- What are the related initiatives in Nashville?
  - The Diversity Forum (NCAC)
- How will you connect this action to those initiatives?
  - Contact coordinator of this event (Jacky Akbari- Poverty Initiative team member, Track 3)

7. How is this action related to actions of other Action Groups in the Poverty Reduction Initiative?

- What are the other actions that are related?
  - Other action groups have compiled a list of service providers. That list is necessary in contacting available community partners.
- How will you connect this action to the related others?
  - Share listing

8. What are the steps in carrying out the action? For each step:

All businesses ranging from small start-ups to Fortune 500 companies should be invited to this quarterly workshop. The purpose of this workshop is to increase awareness of various topics.

- Strategy to accomplish action:
  - Businesses meet once a quarter
  - Each quarter a different topic will be featured
    - Federal/state/local incentives (work opportunity tax credit)
    - Physical/mental disabilities
    - Religious accommodation
    - Multicultural awareness
      1. Socioeconomic barriers
      2. GBLT
      3. Job readiness training
- Who is responsible for accomplishing this step?
  - A chair for each workshop topic can be identified. The model that is used for the Diversity forum will be helpful in planning.
- What is each person/group involved going to do?
- What resources (staff, programs, funding) are needed to accomplish this step?
  - Existing, committed resources
  - Existing, uncommitted resources
  - Additional resources needed
- What organizational, local, state, and/or federal policy changes are needed in order to accomplish this step?
  - Federal/state/local incentives (work opportunity tax credit and bonding program)
- Timeline for accomplishing the step
  - 2010 is a target start date (remainder of 2009 used for planning)
- How will you know that the step has been completed?
  - Successful workshops will have been completed.

9. What are the expected outcomes of the action?

Participants will have and increase knowledge of Federal/state/local incentives (work opportunity tax credit), Physical/mental disabilities, Religious accommodation, Multicultural awareness (Socioeconomic barriers, GBLT, Job readiness training). Increased rates of hiring populations that live in poverty.

10. How will you know that the outcomes have been achieved?

- Indicator of success
  - Increased rates of hiring populations that live in poverty.
- Data source for the indicator
  - Tennessee Employment data

11. Develop a budget for the action

- Partner with Diversity Forum to reference model.

## Attachment A

# GREEN JOBS CORPS OF NASHVILLE-DAVIDSON COUNTY\*

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\* This proposal was prepared by the Coordinating Committee of the Green-Collar Jobs Task Force of Nashville-Davidson County: Dr. Sekou Franklin, Department of Political Science, Middle Tennessee State University; Nell Levin, Coordinator, Tennessee Alliance for Progress; Evonne Tisdale, Southeast Regional Team Leader, Center for Community Change; Dan Jaranko, Outreach Facilitator and Sustainable Development Educator, Kilowatt Ours; Tony Adams, International Brotherhood of Electrical Workers (IBEW) 429; Barbara Toms, Workforce Development Coordinator, 15<sup>th</sup> Avenue Baptist Church Community Development Corporation.

### ***Proposal for a Green Jobs Corps of Nashville-Davidson County***

The mission of the Green-Collar Jobs Task Force of Nashville-Davidson County is to create family-supporting career-track jobs that directly contribute to preserving or enhancing environmental quality. We focus on recruiting and training people with barriers to employment, such as lack of job skills, lack of education, language/cultural barriers or history in the juvenile/criminal justice system. We seek to fight poverty and pollution simultaneously by connecting the people who need work the most to the work that most needs doing and thus providing green pathways out of poverty.

The Green-Collar Jobs Task Force was tasked with the responsibility of developing a proposal for a Green Jobs Corps. This document outlines what a Green Jobs Corps initiative can look like in Nashville-Davidson County. This includes its programmatic components, potential partners, and the infrastructure and staff that can support such an initiative. For purposes of brevity, we summarized the key points.

We believe the Green Jobs Corps should be established through an ***executive order*** (similar to the creation of the Green Ribbon Committee) that should articulate the following objectives:

- The creation of a Green Jobs Corps program that provides a *pathway* out of poverty for 18-30 year olds with *barriers* to employment.
- The program should initially (2009-2010) focus on *green-energy efficient retrofits* that integrate the workforce (interns and graduates of the Green Jobs Corps program) into ongoing municipal projects that focus on weatherization, retrofitting and modernizing buildings, HVAC (climate control), energy audits, and installing solar panels.

#### ***Why Green-Energy Efficient Retrofits?***

- The retrofitting approach is timely because of federal and state support for modernizing and improving the energy efficiency of commercial and non-commercial/residential buildings; federal, municipal, and veteran affairs buildings; and MDHA properties and MNPS buildings (See the Appendix for an update list of federal funding opportunities). Additional incentives for the retrofitting approach are embedded in the American Recovery and Reinvestment Act of 2009, which provides energy efficient tax credits to homeowners and funds energy-related bonds for state and local governments.
- Energy efficiency-renewable energy is a growth industry. According to the groundbreaking *Growing Green* study authored by the Tennessee Department of Labor and Workforce Development, 40,000 jobs could be created from a major investment in energy efficient building retrofits; mass transit and freight rail; smart grid; and renewable energy. This includes 30 career-track occupations in green buildings and 30 career-track occupations in solar energy.

- Creating energy efficient buildings is considered the most cost-effective way to reduce our energy consumption in the United States, and can save municipalities millions of dollars per year in electricity and utility bills. They can also reduce carbon emissions which is central to the U.S. Conference of Mayors Climate Protection Strategy. Buildings account for 40% of U.S. energy use and produce 43% of carbon emissions. Energy consumption in buildings could be reduced 23% by 2025 through energy efficient measures. A state-sponsored, retrofit pilot program in 2000-2004 in two Nashville state office buildings (the Rachel Jackson and Andrew Jackson buildings) underscored the potential savings of an energy efficient approach. Annual savings of \$800,000 were achieved during the years of the study, using 42% less electricity and 55% less energy, at a cost of nearly \$4 million. Due to the potential for significant savings with relatively short payback periods, job creation related to improving energy efficiency is needed and can take place in every community. A Green Jobs Corps program targeting the underemployed and distressed communities and integrating them into energy-efficient metro projects is a long-term, cost-saving benefit, especially if metro Nashville adopts a comprehensive, retrofitting approach for commercial, residential, and public sector buildings.
- The addition of another staff member (perhaps funded by the Energy Efficiency and Conservation Block Grant) who will work under the supervision and guidance of the Environmental Sustainability Manager. This person – referred to as the *Green Jobs Coordinator* – will be charged with the following objectives: running the jobs corps program, seeking out funding opportunities to sustain the program, examining existing opportunities in the green-clean energy labor market, working with state officials to leverage resources for locally-based, green-clean energy employment opportunities, identifying the needs of businesses, working with regional partners such as the Greater Nashville Regional Council, and working with universities, community colleges, and community-based organizations. Although the program will focus extensively on green-energy retrofits, the Coordinator will also look into additional training opportunities that marry environmental sustainability and job creation (i.e. brownfield cleanup, community gardens, etc.), which can be implemented after the initial phase of the Green Jobs Corps program.
- The Environmental Sustainability Team should be the **lead** agency for linking green-energy policies and job creation pertaining to the Green Jobs Corps among the various agencies (i.e. MDHA, metropolitan planning organization, transportation, and the district energy system, etc.). The Environmental Sustainability Team in concert with the Green Jobs Coordinator should identify potential funding opportunities flowing through the different agencies (i.e. transit capital assistance grants, neighborhood stabilization funds, municipal bonds, etc.) that could support a Jobs Corp initiative, provide internships or employment opportunities, and/or contribute to infrastructure improvement in distressed communities.
- To sustain the public-private partnership, the Green Jobs Corps should work with an advisory committee comprised of community leaders that will assist with the recruitment of the target population; ensure that metrics of training and job creation are achieved; develop linkages with regional partners and allies; enhance public education pertaining to environmental sustainability; and ensure there is equity, transparency, and accountability in the allocation of green-energy related contracts that contribute to job creation.

### ***Why a Green Jobs Corps for Residents with Barriers to Employment?***

We all need the green recovery to work and provide a *pathway out of poverty* for distressed communities. Our communities are ready to work, ready to serve, and ready to help implement a local green recovery plan that doesn't leave anyone behind. Currently, green job corps initiatives are underway in Newark, New Jersey, Oakland, California, Washington, D.C., South Bronx, New York, Baltimore, and Chicago. All these programs marry green-clean energy concerns with poverty reduction and job training/creation for individuals with barriers to employment.

The Green Jobs Corps program intends to train and provide opportunities for career placement for residents with barriers to employment, e.g. those who lack job skills, lack education, have language/cultural barriers, histories in the juvenile/criminal justice system, and who are consistently underemployed. The aforementioned individuals tend to have the highest rates of poverty, incarceration, participation in systems of care (i.e. the child welfare system), the highest drop-out rates, and tend to live in distressed communities. They further come from communities that have the highest *pollution* and environmental *hazards*.

The Green Jobs Corps seeks to target Nashville's most vulnerable young adult population (18-30 year olds). In doing this, it will assist in ongoing efforts to create a sustainable, livable, and clean environment in metro Nashville, and simultaneously, off-set some of the public health dilemmas that afflict distressed communities.

By targeting residents with barriers to employment, the Green Jobs Corps will assist the efforts of Mayor Karl Dean's poverty commission. Currently, about 16 % of Nashville residents are impoverished. The majority of these are racial minorities – this includes 46 % African-American despite comprising 25-27 % of the population – and females who make up 60 % of the metro's poor population. These trends suggest that a Green Jobs Corps initiative will be able to address racial and gender equity in the area of employment, as well as provide opportunities for the county's poorest residents to be placed in career-track, green-clean energy jobs.

To guarantee that individuals with barriers to employment will be the target population for the Green Jobs Corps, we recommend the implementation of a set of eligibility guidelines for participation in the program. Eligible participants can be determined by several measurements:

- a) They are members of families that currently are eligible or would be eligible for assistance under the Metro Action Commission's Low Income Home Energy Assistant Program and Head Start Program.
- b) They are members of families that currently are eligible or would be eligible for assistance from the Social Services Commission.
- c) They are one of the eligible groups outlined by the Department of Labor's *Work Opportunity Tax Credit* (WOTC) program. This program provides generous tax credits to businesses that hire adults and youth from targeted populations as long as they work the minimum number of hours under the program. The WOTC program can be used to encourage employers/contractors involved in green-clean energy initiatives to hire individuals from

distressed communities. The relevant target groups under the WOTC that can qualify for participation in the Green Jobs Corps of Nashville are:

- An individual who has been recently convicted of a felony (ex-offender);
- An 18-30 year old who comes from a family that recently received food stamps.
- A member of a family that is receiving or has received TANF benefits. (There are two categories of eligibility for short and long term TANF recipients.)
- An unemployed veteran who is a member of a family that is receiving or recently received food stamps.

To meet the needs of the target population, we identified several agencies that can assist with their recruitment to the Green Jobs Corps. The **Metro Action** and **Social Services** Commissions work with families in the target populations, and representatives of these agencies serve in different capacities in Mayor Karl Dean's poverty initiative. Therefore, they can serve as referral agencies that identify potential Green Job Corps trainees. The **Career Center** (15<sup>th</sup> Avenue Baptist Church CDC) and the **Urban League of Middle Tennessee** engage in outreach to the target groups and agreed to partner with the Green Jobs Corps should there be available opportunities. Another group that agreed to assist the Green Jobs Corps is **Project Return**, which serves ex-offenders. In 2007, Project Return provided outreach services, employment training opportunities, and retention services to over 5,000 ex-offenders. The executive director of the organization endorsed the Green Jobs Corps.

### ***Wraparound Services, Workforce Development, and Environmental Education***

A central tenet of the Green Jobs Corps is the provision of wraparound services and workforce development. This is especially important for individuals with barriers to employment who require a broader range of services and training, including literacy/GED preparation, life and survival skills, assistance with obtaining drivers licenses and other support services, and retention services lasting up to a year after job placement. Three organizations expressed strong interest in becoming partner organizations with the Green Jobs Corps: the **Career Center** (15<sup>th</sup> Avenue Baptist Church CDC), the **Urban League of Middle Tennessee**, and **Project Return**, Inc. A fourth organization, the **Opportunities Industrialization Center**, has given a soft commitment pending approval from its Board of Directors. All the organizations work closely with the target populations and have ready-to-go, wraparound/workforce development programs. An example of the Career Center's workforce development plan is in the appendix.

Integrated into the wraparound services is a course or set of workshops that focus exclusively on environmental education/sustainable development. Three groups can provide these services. **Kilowatt Ours** is a non profit organization advocating for conservation power plants in every community in America. It provides resources for homes, businesses, schools and communities to begin their journey to energy savings. The organization produced and directed

the groundbreaking documentary, *Kilowatt Ours*. **EarthMatters Tennessee** is a non-profit organization dedicated to growing healthier communities through gardens, recycling, composting, permaculture, and education. The **Institute for Sustainable Practice** at David Lipscomb University has available resources/faculty that may be able to assist with the environmental education component of the training academy, and it recently created of a Masters of Business Administration program in sustainable practice.

### ***Job Training and Placement***

The final component of the Green Jobs Corps is the job training and placement. Several entities can provide pre-apprenticeship and apprenticeship training, including on-the-job training (OJT) for the Green Jobs Corps. The **Building & Construction Trades** (i.e. Sheet Metal Workers, the International Brotherhood of Electrical Workers, Plumbers, etc.) have flexible pre-apprenticeship/indentured programs, which allow trainees to float around to the different trades. For example, the IBEW may specialize in solar panel installation, while another trade may provide better preparation for weatherization. Job Corps trainees can receive introductory lessons in skill-sets, which will prepare them for entry-level, retrofitting jobs. With the exception of the course materials, there is no cost for participation in the pre-apprenticeship programs. The **Tennessee Technology Center** at Nashville also provides training in HVAC, industrial electricity, and other skill-sets that will prepare the trainees for green-clean energy careers. Another group that has agreed to assist with the job training is the **YCHGP Building and Training Institute**, a community-based training academy in North Nashville that provides training in 26 different trades.

Critical to the job training component of the program is the formation of a **Green Business Council**. This would be a network of businesses working in the green-clean energy sector and is willing to place interns or hire graduates of the training program. Currently, there is a fragmented inventory of green businesses, but the Green Jobs Corps needs a universal inventory. The Institute for Sustainable Practice at David Lipscomb University, the Tennessee Department of Labor and Workforce Development, Nashville Electrical Service, and BioDimensions have all identified green-clean energy businesses, which may be willing to participate in the Green Business Council.

***Wider Opportunities for Green-Clean Energy Jobs for Distressed Communities***

We believe there is a demand to make the metro Nashville energy efficient and a clean energy region. We believe it is essential for the Green Ribbon Committee and its partners to embrace a broad sustainable development approach that marries environmental improvement, economic development, poverty reduction, and metrics for assessing cost-savings measures. To anchor a Green Jobs Corps and provide long-term viability for the program, we believe the Green Ribbon Committee and Mayor should consider the following:

- Leveraging the American Recovery and Reinvestment Act's clean renewal energy bonds/recovery zone bonds for infrastructure improvement and job creation in Nashville's distressed communities.
- Encouraging businesses to take full advantage of the Work Opportunity Tax Credit allocated to companies that hire underemployed workers.
- Endorse community benefit agreements to ensure that a percentage of the workforce (15-20 %) on green-clean energy projects (i.e. retrofitting, constructing transit lines and sidewalks, etc.) is comprised of workers from distressed communities.
- Endorse hiring targets (15-20 % of the workforce is from distressed communities) for green-clean energy projects in the areas of housing and transportation.
- Form a partnership with David Lipscomb's Institute for Sustainable Practice, Vanderbilt University (i.e. Center for Community Studies, Institute of Public Policy Studies, Community Research Action Program), and/or the Mississippi/West Tennessee firm, BioDimensions, to provide metrics for evaluating a successful Green Jobs Corps program and its cost-saving impact.

## ***Appendix***

### ***Example of Wraparound Services/Workforce Development Programs***

***Career Center (15<sup>th</sup> Avenue Baptist Church CDC)***: The Career Center (referred to as the Provider in this document) recruits program participants from under-served populations including, but not limited to, at-risk youth (ages 18-24); high school drop-outs, women and minorities. At the request of any referral organization, the Center shall provide [either through personal appearance(s) or written informational brochures] entry-level and career opportunities within the renewal energy and related industries.

Persons interested in applying for the program will complete a written application. Upon receipt of the written application, the Center will conduct an initial interview and determine if the applicant meets enrollment requirements. After determining applicant's eligibility, Provider then assess applicant's special needs, if any, identify resources and identify any existing barriers that could impede a successful entry into these industries. Provider services may include (either through direct or referral services) temporary public transportation assistance, transitional housing, child care, and alcohol and drug counseling,

The Provider has an intensive, holistic approach that prepares program participants for sustainable career opportunities in the renewal energy and related industries. This includes a 3-phase strategy designed to equip program participants with both short- and long-term employment opportunities. In *Phase I*, Provider will provide an overview of the renewable energy and related industries, including entry-level and career opportunities. Assessment instruments will be employed to determine program participants' individual interests. This information will be used to identify industry-related job opportunities that match their interests. Also, through collaboration with the local Career Center, participants' job readiness will be measured. Resources will be identified to assist participants who need to improve job readiness skills. Participants will also engage in team- and community-building activities designed to foster an appreciation of and commitment to teams and community. *Phase I* training will also include how to prepare an effective resume, dressing for success and conducting a successful interview. With Provider's assistance, participants will develop a work plan focused on setting and achieving career goals. If needed, said work-plan will identify additional educational and/or vocational training opportunities.

During Phase II, program participants will receive hands on, hard-skills training designed to provide participants a basic knowledge of the tools, equipment and skill sets used in the renewal energy and construction industries. Provider will identify and collaborate with employers within both related industries to provide 30-to-60-day paid internships. Provider's collaboration will also include informing employers of tax credits and other available incentives. During Phase III, participants are placed in available entry-level jobs. Throughout this phase, Provider will regularly monitor participants' performance, including Provider-employer contacts and "mentoring" sessions with participants. The objective of "mentoring sessions" is to identify and eliminate issues that prevent a successful employment experience.

### ***Funding Measures for a Green-Clean Energy Recovery***

1. The Act provides tax incentives to employers that hire TANF recipients, young people from empowerment zones, veterans from families that are food stamp recipients, ex-offenders, SSI recipients, etc. (See the Work Opportunity Tax Credit.)
  
2. The Green Collar Jobs Act of 2007: (a.k.a. Title X of the Energy Independence and Security Act) established the “National Energy Training Partnership Grant” to fund training for Green Collar Job for low-income residents. [500 million dollars included in the stimulus package; competitive grant; available to non-profits and workforce development groups]
  
3. Energy Efficiency and Conservation Block Grant: Formula grant, in which 68 percent is for counties with populations above 100,000 people. This grant can help to support the “green” vocational training. One estimate suggests that Boston, which has a comparable size as Nashville, will be eligible for at least 3.5 million dollars.
  
4. Weatherization Assistance Program: 5 billion for State Energy Programs, including 1 billion for “training and technical assistance.” [101.9 million expected for TN]
  
5. Title XIII of the Energy Independence and Security Act/Smart Grid Electricity System: 100 million in the stimulus bill for “worker training activities.”
  
6. Workforce Investment Act-Adult Education: 500 million dollars allocated to states as formula grants, 85 percent of which must be distributed to Local Workforce Investment Board. [10.9 million dollars expected for TN].
  
7. Workforce Investment Act-Youth: 1.2 billion dollars of formula grants allocated to states. [25.3 million expected for TN]
  
8. Housing Capital Fund: Formula and Competitive Grants\$4 billion (\$3 billion by formula, \$1 billion by competitive grant). Formula funds must be allocated within 30 days. Competitive funds are for priority investments, including investments that leverage private sector funding or financing for renovations and energy conservation retrofit investments [12 million for Nashville-Davidson County].
  
9. State Energy Program: 3.1 billion dollars in formula grants and funds may be used for “public education to promote energy efficiency” and “education and training to building designers and contractors.”

10. Assisted Housing Stability and Energy and Green Retrofit Investments: \$250 million for housing stability; some funds can be used to encourage job creation for “low-income or very low-income individuals.”

11. Neighborhood Stabilization Funds: Encourage entities that receive “Neighborhood Stabilization Funds” to support the Green Jobs Corps through internships and training services

12. AmeriCorps: \$89 million for AmeriCorps State and National (up to 20% for national grants); \$65 million for AmeriCorps VISTA; \$40 million for the National Service Trust

13. Recovery Zone Economic Development Bonds and Clean Renewable Energy Bonds: Expenditures for clean energy and “job training and educational programs.”

14. Energy and Green Retrofit Investments in Elderly, Disabled, and Section 8 Assisted Housing

15. Supplemental Discretionary Grants for a National Surface Transportation System: \$1.5 billion. Competitive grants to state and local governments or transit agencies.

16. Transportation Enhancement Activities, including Pedestrian and Bicycling Facilities, Using Highway Investment Funds: Approximately \$412.5 million.

17. On-the-Job Training Supportive Services for Highway Construction Projects: 20 million dollars.

18. Transit Capital Assistance: \$6.9 billion Formula Grants; \$100 million for discretionary grants to public transit agencies for capital projects that will reduce energy consumption or greenhouse gas emissions.

19. Capital Investment Grants: \$750 million Discretionary grants for New Starts and Small Starts Projects. Priority for projects already in construction or able to obligate

Funds within 150 days.

20. Watershed and Flood Prevention Operations: \$155 million Project Grants: Federal agency provides project grants to sponsoring local organizations of authorized watershed projects (may include local entities, nonprofits, states and U.S. territories).

21. Clean Water and Safe Drinking Water: \$4 billion for clean water state revolving fund programs. \$2 billion for drinking water state revolving fund programs. At least 20% of the revolving funds must be used for projects to address green infrastructure, water or energy efficiency improvements, or other environmentally innovative activities.

22. Hazardous Substance Superfund Remediation Program: 600 million dollars - actions taken to prevent or minimize the release of hazardous substances so that they do not cause substantial danger to present or future public health or the environment.

23. Brownfields Training, Research, and Technical Assistance Grants and Cooperative

Agreements: 100 million dollars - Environmental site assessment and cleanup (of sites not listed or proposed for Superfund listing).

24. Increase in Value of Energy-Efficiency Tax Credits for Homeowners: The Recovery

Act triples the tax credit for various energy efficiency improvements, including installation of insulation and energy-efficient roofing, windows, doors, and heating and cooling systems, and extends it through tax year 2010.

25. School Construction Bonds: The Recovery Act authorizes the issuance by state and local governments of \$22.4 billion in new bonds for the construction, rehabilitation, and repair of public schools and the acquisition of land on which a school will be built, and \$1.4 billion in “qualified zone academy” bonds (public schools located in empowerment zones or enterprise communities that cooperate with businesses to enhance curriculum and increase graduation rates) in 2009 and 2010.

## Attachment B

### Music Education City's One Note, One Neighborhood (ONON)

Below is a description of Music Education City's One Note, One Neighborhood (ONON). I hope this is what you are looking for.

Research has proven that music is essential to the growth, learning and potential of our youth. Music makes a tremendous impact on the developmental growth of every child and has proven to help level the "learning field" across socio-economic boundaries. Multiple studies have shown similar facts, below are some key facts showing a need for music education.

Students who study music:

- Test significantly higher – by more than 100 points – on SATs.
- Are four times more likely to be recognized for academic achievement
- Have better attendance levels
- Show greater skills of teamwork and conflict resolution compared with those without music education.
- Demonstrate higher-level brain development and functions as shown in recent brain science studies.

The Nashville Symphony provides a strategic, comprehensive, transformative and replicable music education initiative, "Music Education City", for Nashville Metro Schools most underserved elementary, middle school and high school students.

Goal: Our mission is to provide comprehensive music education services to the most needy students in grades 1-12 in Metro Nashville Schools, both during and after school, helping restore a firm foundation for an entire system's music education programs.

In Nashville, there is one music teacher for every 700 students. High School band and music programs regularly report great difficulties in retaining students and continually struggle with enrollment and parent support. As a result, Nashville's own young citizens are unlikely to participate as audiences or employees in the essential industry of Music City. We propose to change that through this initiative.

District music leadership and faculty report that a key challenge is the development of motivating in-school instrumental programs and attractive and affordable after-school opportunities which support the music education of children through early elementary through high school (Grades 1-12). They also cite the important need for children to learn reading and theory fundamentals while in pre-adolescence. Many music teachers cite the lack of music reading skills as the reason for the dropout rate among music programs in the middle and high school levels. The Nashville Symphony and Nashville Metro Schools believe that remedying this problem will create a consistent "farm system" of elementary and middle school students dedicated to music making and performance who will pursue music through high school and into adult life.

Planning: Over the last two years the Nashville Symphony, Nashville Metro Schools and the W.O. Smith Music School, a noted community music school in Nashville, have worked consistently and continuously together on planning a program

of increased music instruction, concert attendance, professional development, and family education opportunities for Nashville's most under-served schools and communities. These ongoing discussions created the ideas, methods and relationships articulated in the following.

**Target Population:** Seven participating Stratford Cluster schools in East Nashville were initially researched through intensive planning with Nashville Metro School music leadership. These school communities were selected because of the enormous needs of their students, the support of the school principal and the presence of a music teacher and basic music programs. The participating schools on average have 65% of students on free or reduced lunch and have little access to after school programs, transportation and arts resources. A total of 6,500 students will be served.

**Major Project Activities:** We are implementing a 6-step approach to significantly enhance music education for Nashville's most deserving children. All of these services have been researched, developed and piloted as program operations over the last two years ensuring a higher degree of success. These services include: (1. Advocacy; (2. Concert attendance; 3.) During and after school music instruction; 4.) Family and parent education; 5.) Professional Development for music and classroom teachers; and 6.) In-depth Independent Assessment, and will significantly improve a music education system deserving of assistance.

1. **Advocacy:** Parents, teachers and neighbors increasingly support their children's music activities when they learn of its many benefits. Through the use of billboards, print ads, a Nashville musician speakers bureau and music advocacy "ambassadors" we are communicating the substantial benefits of music education on student academic and social performance. Targeted at the school board and city council members, individual parents, taxpayers and business leaders, this advocacy program component will continue to create both localized interest as well as a dynamic backdrop for building broad public support for music education. Beyond this wider advertising campaign we will provide regular information, speakers, informal concerts and printed materials for parent and family events. The advocacy component also serves as the promotional arm of this project advertising children's performances, project events and more.

2. **Music Instruction,** focusing on formative skill development, will take several important forms. First, we will provide continuing instrument introductory experiences at participating schools including ensemble visits and our musical petting zoo as well as instrument participatory experiences at family and community events. Secondly, during school hours, members of the Nashville Symphony will provide regular sectionals, workshops and master classes for music students in grades 1-12. Many music teachers tell us they are asked to teach instruments in which they have little or no training. Music teachers often will not know particular techniques in helping students conquer obstacles and master basic instrumental skills. Here, students receive big picture help such as breathing techniques and the care of instruments as well as technical assistance in helping them achieve success. Symphony musicians are specially trained in communication, learning styles, developmental needs and presentation skills. A musician-training program was initiated at the symphony two years ago and more than half of the orchestra players have already participated.

After-school opportunities are essential today in music studies. Increasingly, high stakes testing, a lack of instructional time and a continuing lack of resources make instrumental education meager. In this program, all interested students are be provided with free transportation, instruments and ongoing instructional support at The W.O. Smith Music School. This includes a Suzuki violin training program for first graders and their parents as well as ongoing lessons for upper elementary, middle and high school students. Two lessons per week form the backbone of a serious musical study. Students are expected to maintain their commitment and attend classes in order to continue to be provided with services. Parental involvement will be actively sought in each participant's studies.

3. **Children's Concerts,** both in school and at our Schermerhorn Symphony Center (SSC) provide ongoing contact between young musicians and Symphony musicians, as well as exposure to high-level music making and great music.

Attendance at our age-specific Young People's Concerts and two ensemble presentations in each of their schools introduce great and diverse repertoire and a wide variety of instruments and styles.

4. Family and Adult Education, provided at community sites and SSC, broaden parent understanding and build support for student musical interest. Parents of participating students are provided with subsidized tickets (for both parent and student) to our Pied Piper family concerts and our evening classical concerts at SSC. Parents will also be provided with transportation and tickets to our adult learning Offstage Program, where symphony musicians, in community settings provide informal and informative participatory concerts. Furthermore, we will assist in the active promotion of student musical performances in order to attract a wide range of parents and community members.

5. Professional Development, for participating teachers and musicians, is a cornerstone of this initiative. Professional Development for music teachers includes ongoing technical workshops in conducting, instrumental technique, and music pedagogy. Classroom teachers are receiving workshops in the application of music to successfully teach Tennessee language arts and literacy concepts. Also, participating Symphony musicians receive regular training in presentational and participatory skills, as well as student developmental and learning style needs.

6. Independent Assessment, led by Dr. Robert Horowitz of Teachers College, Columbia University Center for Arts Education Research, is providing ongoing programmatic evaluation while building data concerning impact upon students and schools. His work examines how participating students meet and exceed local state and national standards in music and performance. He combines qualitative sources (interviews, focus groups and observations) with quantitative data using surveys and base-line tests. His continuing work will create the information and mechanisms for the symphony and its partners to replicate program strategies to more schools of need. The assessment will also be used to further local advocacy for increased music education services and budget resources.

#### Project Accessibility and Promotion:

Working closely with school leadership, faculty, parent groups and community organizations program partners recruit students and their parents at school and through concert events, advocacy, community outreach and advertising. Transportation, tickets, instruments and more will be available at no cost for program participants increasing access. Symphony and district press departments will regularly report on events, program calendars and ongoing opportunities for students and their families.

#### Key Project Personnel:

Mitchell Korn, Vice President for Education and Community Engagement, Nashville Symphony Carol Crittenden, Director of Arts, Nashville Metro Schools Jonah Rabinowitz, Executive Director, W.O. Smith School Dr. Robert Horowitz, Teachers College, Columbia University Center for Arts Education Research

## Attachment C

(Double click icon to open the Workforce Service Provider List)



Workforce Service  
Provider Database 4.